



# VOLUNTEER GUIDELINES HANDBOOK 2018

## MESSAGE FROM THE EXECUTIVE DIRECTOR/BOARD.

1. *Volunteering is an act of heroism on a grand scale. And it matters profoundly. It does more than help people beat the odds; it changes the odds.* -Former President Bill Clinton
2. "Those who can, do. Those who can do more, volunteer."  
-Author Unknown

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Note: The logo shall be on every page.

## **OPERATIONAL DEFINITIONS AND ACRONYMS**

|      |                              |
|------|------------------------------|
| LS   | Line Supervisor              |
| ED   | Executive Director           |
| UCS  | Uganda Cancer Society        |
| VGM  | Volunteers Guidelines Manual |
| BoDs | Board of Directors           |
| VS   | Volunteer Supervisor         |

## **INTRODUCTION**

This Volunteer Guidelines Manual is an official document of Uganda Cancer Society (UCS) The purpose is to detail the procedures for handling volunteer entry, stay and exit. It explains procedures, terms and conditions which govern the relations between Volunteers and UCS. The making of this manual is guided by Section 11, Subsection 2:10(On recruitment and Selection) which says; Volunteers will be recruited and managed through the volunteer guidelines. They will be recruited as and when required for a renewable period not exceeding six months.

UCS exists to coordinate civil society and individual efforts for a systematic contribution towards effective cancer control in Uganda through fostering collaborative advocacy, awareness creation, capacity building, research and patient support.

**In line with this mission, Uganda Cancer Society seeks to involve volunteers to:**

- Ensure our services meet the needs of our clients/members.
- Provide new skills and perspectives to our operations.
- Increase our contact with the local members we serve.

### **Principles**

This Volunteering Guidelines is underpinned by the following principles:

- UCS will ensure that volunteers are properly integrated into the organisational structure and that mechanisms are in place for them to contribute to UCS's work.
- UCS does not aim to introduce volunteers to replace paid staff
- UCS expects that staff at all levels will work positively with volunteers and, where appropriate, will actively seek to involve them in their work

- UCS recognises that volunteers require satisfying work and personal development and will seek to help volunteers meet these needs, as well as providing the training for them to do their work effectively.

## **I. VOLUNTEER GUIDELINES**

### **i. Overall Policy on Utilization of Volunteers.**

Without community support and active volunteerism, UCS would not be as successful as it is today. As a volunteer driven organization, UCS accepts and encourages volunteer involvement at all levels of the organization. All volunteers and staff are encouraged to assist in the creation of productive, meaningful roles in which volunteers might serve, as well as encourage the recruitment of future community volunteers.

### **ii. Definition of a Volunteer.**

UCS shall create specific volunteer position descriptions prior to interviewing volunteers. Unless specifically stated, a “volunteer” is an individual who performs their specified job description willingly at the direction of UCS without expecting compensation. Although UCS does not recognize volunteers as employees, they understand and enforce the need to respect them as such. As a direct result of this, organizational rules and expectations apply to volunteers while volunteering with us.

### **iii. Volunteer Involvement within UCS.**

UCS is driven by volunteers who are committed to creating a viable, flourishing “Partnership and coordination environment”. These dedicated volunteers are the synergy of the organization and without their devoted work, UCS would cease to exist. Due to their level of involvement within the organization, UCS volunteers maintain the same accountability as the full-time staff.

## **II. VOLUNTEER POLICIES & ENGAGEMENT GUIDELINES**

### **i. Volunteer Guidelines**

Unless specifically stated, these guidelines apply to all volunteers within Uganda Cancer Society. This includes any volunteers who partake in projects undertaken by, or on behalf of, the program.

### **ii. Purpose of Volunteer Guidelines**

The purpose of these engagement guidelines is to provide overall guidance and direction to both UCS staff and volunteers engaged in volunteer involvement and management efforts. These policies are intended for internal management guidance only, and do not constitute, either implicitly or explicitly, a personnel agreement. The Volunteer Guidelines are intended to provide direction for both volunteers and the Line Supervisor on how to work effectively with one another. The program reserves the right at any time to change the policy. The Executive Director or a designated representative is the only person with the ability to grant changes to or make exceptions from these Guidelines.

### **iii. Becoming a Volunteer with UCS.**

The UCS volunteer applications for becoming a UCS volunteer will be accepted through a registration process. Volunteer applications are available online under the homepage of UCS's website, located at [info@ugandacancersociety.org](mailto:info@ugandacancersociety.org) or can be requested via email at [info@ugandacancersociety.org](mailto:info@ugandacancersociety.org). Once accepted as a volunteer through a personal interview, the individual will receive general volunteer orientation and instruction specific to their choice of Department and/or area of interest. Volunteers are the most important personnel to UCS and as such, are extended the right to meaningful duties, fair treatment, and full participation. In exchange, UCS expects volunteers to perform their assigned duties to the best of their ability and remain loyal to the mission, goals, and procedures of the Organisation.

### **iv. Role of Volunteer Management within UCS.**

The productive utilization of volunteers requires a planned and organized effort, which is done by the LS with the ED being the overall seer. The ED oversees the LS and ensures they are working efficiently and properly. The LS is responsible for maintaining a cohesive, functional environment for both assisting staff and volunteers. He/She is also responsible for: promoting UCS volunteer program, recruiting volunteers, evaluating and recognizing the contribution of volunteers to the program.

### **v. Access to Program Property and Materials**

As deemed appropriate, volunteers will have access to program property, materials and as needed, training essential to fulfil their duties. Volunteers may utilize UCS property and materials only when directly required for program purposes.

### **vi. Dress Code**

As representatives of the program, staff and volunteers are responsible for presenting a good, quality image to the community. Volunteers are expected to dress appropriately for the conditions and performance of their duties.

### **vii. Time Sheets/Arrival book.**

Individual volunteers are responsible for the accurate completion and timely submission of timesheets and, or signing arrival books to the LS.

### **viii. Performance Reviews**

Volunteers will receive monthly performance reviews to assess their work. The performance review, hosted by the ED, is utilized to review the following: performance of the volunteer; to convey appreciation to the volunteer; to ascertain the continued interest of the volunteer in serving in that particular position; and to seek suggestions from the volunteer or means of enhancing the volunteer's relationship with UCS.

The performance review will include both an examination of the volunteer's performance of the position responsibilities, and a discussion of any suggestions that the volunteer may have concerning the position or project with which the volunteer is connected. The review is an opportunity for both the volunteer and organization to

assess and improve their relationship with one another. In addition, volunteers may be asked to change assignment or may be relieved of duties if deemed necessary by the organisation through its ED.

#### **ix. Absenteeism/Substitutions**

The Volunteer must notify the line supervisor and/or the ED if he/she will be unable to complete the assigned task or will be absent from an activity. Volunteers are encouraged to find a substitute for any upcoming absences. Volunteers must find a substitute who is qualified for the position and seek approval from: the LS or the ED, as they are the only individuals who ascertain the authority to grant substitution approval.

#### **x. Leave of Absence**

The LS has the authority to grant leaves of absence to volunteers at their discretion. This leave of absence will not alter or extend the previously agreed upon ending date of the volunteer's term of service.

#### **xi. Resignation**

Volunteers may resign from their volunteer service with the organization at any time. If intending to resign, volunteers are encouraged to provide two weeks advance notice of their departure and a reason for their decision as appropriate so that another volunteer can be recruited into the departing volunteer's duties.

### **III. VOLUNTEER RECRUITMENT AND SELECTION**

#### **i. Recruitment**

All prospective volunteers will be interviewed to find out what they would like to do, their skills, suitability and how best their potential might be realised. UCS will recruit volunteers on a proactive basis, with the intent of broadening and expanding partners' involvement into the activities of UCS. The sole qualification for volunteer recruitment shall be suitability to perform a task on behalf of the program with disregard, but not limited to: race, color, sex and/or gender, sexual orientation, national origin, age, disability, religion, and/or familial status. It is the intent of UCS to place the volunteer in areas that align with their interest wherever possible. Written volunteer position description for volunteers will be developed and forwarded to that volunteer.

#### **ii. Volunteer agreements and voluntary work outlines.**

Each volunteer will have a volunteer agreement establishing what UCS undertakes to provide them. In addition they will agree to a written outline of the specific work they will be undertaking. Neither of these documents is a contract; UCS has no intention of creating a contract with any volunteers. Each volunteer will also receive a Volunteers Guidelines Manual. The Volunteer staff, just as paid staff, requires a clear, complete, and current description of the duties and responsibilities of the position, which they are expected to fill. Each volunteer position must have a specific position description before any installment of a volunteer assignment or recruitment

effort. This position will serve as the guideline for the accepted volunteer and to assist management and evaluation efforts. The ED and LS will review volunteer position descriptions to ascertain any changes, which may have occurred during the annual performance reviews. All position descriptions must include their purpose and duties of the position, a designated worksite, and a timeframe for the performance of the job.

**iii. Interviewing.**

Before appointed to a position, an interviewing process will incur for all volunteers to ascertain their suitability and interest in the desired position. The interview must determine the qualifications of the volunteer, their commitment to fulfill the requirements of the position, and will answer any questions that the volunteer might have about the position. The LS and/or ED will conduct the interviews in person or by other means.

**iv. Placement.**

UCS will match volunteers to opportunities that recognized their talents, interests, and availability for serving. If at any time a volunteer wishes to reassign their position or take on an additional project or role, they should be encouraged to discuss their interest with the LS, who similarly should discuss with the ED.

**vi. Professional services.**

Volunteers are not to perform professional services for which certification or licensing is required unless currently certified or licensed to do so. The ED must maintain a copy of the volunteer's certificate or license for services provided that requires such. A copy of such certificate and/or license will also be kept in the volunteer's folder, upheld by the ED.

**Vii. Length of service.**

All volunteer positions have a set term of duration. It is highly recommended that their term is not longer than six months, with an option for renewal at the discretion of both parties. All volunteer assignments shall end at the conclusion of their set term, without expectation or requirement of reassignment of that position to the incumbent.

Volunteers are neither expected nor required to accept further service in a position at the end of their set term, although they are welcome to do so in most cases; they may instead seek a different volunteer assignment within the program or may retire from volunteer service indefinitely.

## **IV. VOLUNTEER ORIENTATION AND DEVELOPMENT**

### **i. Orientation**

All volunteers will receive a general orientation on the nature and purpose of the program, overall operation of UCS, and a specific orientation on the purposes and requirements of the position, which they are accepting in that effort.

### **ii. Volunteer Training**

Volunteers will receive specific on-the-job training to provide them with the information and skills necessary to perform their volunteer assignment. The timing and methods for delivery of such training will be deemed appropriate based on the complexity and demands of the position and capabilities of the volunteer. The format and provider of the training is at the discretion of the Organisation.

### **iii. Recognition**

To highlight and reward the contribution of volunteers to UCS, a bi-annual volunteer recognition event will take place periodically. In order to discuss how the volunteers would like to be recognized, they will be asked to become involved and consulted to develop an appropriate format for the event.

### **iv. Informal Recognition**

All UCS staff involved with volunteers are encouraged to undertake ongoing methods of recognition of volunteer service on a regular basis throughout the year. These methods of informal recognition should range from a simple “thank you” to a concerted effort to include volunteers as full participants in UCS program decision-making and implementation.

## **V. CONDUCT GUIDELINES**

### **i. Representing the UCS.**

While volunteering with UCS, volunteers must take into consideration the magnitude of their actions and comments while working alongside outside personnel. Although the volunteer may be an expert in a given field, they are not in any position to give advice or opinions to Board, unless that is part of their position description, especially because it may notably affect the pre-established relationship with UCS. Volunteers may not speak with the press unless previously authorized by the ED. Volunteers are required to act as representatives of the program as indicated within the extent of their job descriptions.

## **ii. Insurance**

*All volunteers are covered by UCS insurance policy whilst they are on the premises or engaged in any work on UCS's behalf-This area is still debatable though.*

## **iii. Discrimination**

It is the policy and commitment of UCS to not discriminate based on race, color, sex and/or gender, sexual orientation, national origin, age, disability, religion, and/or familial status in admission of its volunteers or its programs and services. All volunteers and employees are accountable to this notion and failure to comply with this policy may result in termination from the program.

## **iv. Sexual Harassment Policy**

At UCS, we are committed to providing volunteers with a safe, productive, and enjoyable environment and experience while volunteering with us. UCS will not tolerate any form of sexual harassment among its employees and volunteers; and encourages volunteers to bring any incident of sexual harassment to the immediate attention of the Executive Director or proper authority.

## **v. Confidentiality**

Volunteers are responsible for maintaining the confidentiality of all proprietary and/or privileged information to which they are exposed while serving as a volunteer, whether this information involves a staff member, volunteer or other person, or overall program business. Designated and authorized volunteers will have exposure to confidential information that is defined as inside, personal or sensitive information and may include contact information, business credentials, or personal experience stories.

## **vi. Conflict of Interest**

No person who has a conflict of interest with any activity or program of the program, whether personal, philosophical, or financial, shall serve as volunteer with the activity/program. Examples of this: volunteers, such as subcontractors or landlords, who will receive monetary wage as result of a project; a person trying to obtain a preoccupied space for themselves. If there is a concern that there may be a Conflict of Interest, the volunteer is asked to direct the concern to the ED.

## **vii. Maintenance of Records**

The ED working in liaison with LS will maintain a system of records on each volunteer within the program, including dates of service, positions held, duties performed, evaluation of work, and awards received. Volunteers and appropriate staff shall be responsible for submitting all appropriate records and information to their LS in a timely and accurate fashion.

## **viii. Use and Copyright of the Website.**

Using UCS's website for personal business promotion or other advertising is not permitted. UCS reserves all rights and privileges to its logo, graphics, endorsement, and property, which cannot be used without consent of proper organizational authorities.

**ix. Email Policy.**

UCS customised" emails (firstname.lastname@ucsemail will be created and maintained for individuals whom:

- ✓ Have an active staff or volunteer leadership role (email accounts not used for 60 days will be deactivated and possibly deleted)

**x. Expenses**

All volunteers will have their travel and other expenses reimbursed. Volunteers working a minimum of five hours per day will be able to claim expenses for lunch.

**xi. Equal opportunities.**

Uganda Cancer Society operates an equal opportunities policy in respect of both paid staff and volunteers. Volunteers will be expected to have an understanding of and commitment to our equal opportunities policy.

## **VI. UCS' VOLUNTEER MANAGEMENT**

**i. Requirement of a Line Supervisor.**

Each accepted UCS volunteer will have a clearly identified supervisor, the LS, who is responsible for direct management of that volunteer. The LS is responsible for day-to-day management and guidance of the work of those volunteers, and will be available to the volunteer for consultation and assistance.

**ii. Volunteers in Supervisory Positions**

A volunteer may act as a Volunteer Supervisor of other UCS volunteers, if the supervising volunteer is under the direct supervision of a paid UCS staff, or member of the BoD.

**iii. Staff Evaluation and Participation**

Affected UCS staff and UCS Volunteer Supervisor should be involved and/or fully apprised of all evaluation and work assignments of volunteers with whom they are connected.

**iv. Lines of Communication**

Volunteers are entitled to all necessary information pertinent to the performance of their work assignments. Accordingly, UCS will provide volunteers access to all appropriate memos, materials, and meetings relevant to their work assignments. To facilitate the receipt of this information on a timely basis, volunteers are to be included on all distribution schedules. Primary responsibility for ensuring that the volunteer receives such information will rest with the LS.

Lines of communication are to operate in both directions and will exist both formally and informally. Any decision directly affecting a volunteer's job description requires consultation with the affected volunteer(s) to determine the effect it will have on their duties.

#### **v. Corrective Action**

Following an evaluation, or at any time deemed necessary by the LS, with consent of the ED, corrective action may take place in appropriate situations. Examples of corrective action include the requirement of additional training, reassignment of a volunteer to a new position, suspension of the volunteer, or dismissal from volunteer service.

#### **vi. Dismissal of a Volunteer**

Volunteers who do not adhere to the rules and procedures of UCS or who fail to satisfactorily perform their volunteer assignment are subject to dismissal. Until the volunteer has had an opportunity to discuss the reasons for possible dismissal with the UCS Executive Director, no volunteer termination will occur. Prior to the discussion of dismissal with a volunteer, the LS is required to seek the consultation, assistance and approval of UCS ED.

#### **vii. Reasons for Volunteer Dismissal**

Possible grounds for dismissal may include, but are not limited to the following: gross misconduct or insubordination; being under the influence of alcohol or drugs; theft of property or misuse of organization equipment or materials or funds; abuse or mistreatment of clients/members; volunteers or co-workers; failure to abide by UCS policies and procedures; failure to follow direction as instructed by the LS, VS, UCS ED or member of the UCS BoDs; speaking to the press without prior express permission from the UCS ED; misrepresentation of UCS to its community partners; failure to meet physical or mental standards of performance; failure to satisfactorily perform assigned duties.

#### **viii. Concerns and Grievances**

Decisions involving corrective action of a volunteer will be reviewed for appropriateness. If corrective action is taken, the affected volunteer shall be informed of the procedures for expressing his or her concerns or grievance.

#### **ix. Exit Interviews**

Exit interviews, where possible, will be conducted with volunteers who are leaving their positions. The interview will ascertain why the volunteer is leaving the position, suggestions the volunteer may have for improving the position, and the possibility of involving the volunteer in some other capacity with the organization.

## APPENDIX: VOLUNTEER AGREEMENT TEMPLATE.



### **VOLUNTEER AGREEMENT**

This Volunteer Agreement is a description of the arrangement between us, Uganda Cancer Society, and you, Dennis Oloidi, in relation to your voluntary work. The intention of this agreement is to assure you that we appreciate your volunteering with us and to indicate our commitment to do the best we can to make your volunteer experience with us a positive and rewarding one.

#### **PART I: UGANDA CANCER SOCIETY**

We, *UCS*, accept the voluntary service of Dennis Oloidi beginning 4<sup>th</sup> May, 2018.

Your role as a volunteer is to work with staff developing communications and helping to plan and execute events and programs. Responsibilities include researching, writing, organizing, arranging facilities and catering, and promoting events to member organisations and to the community. Duties will be approximately 70% project oriented and 30% clerical. Clerical duties include working with organizational database, mailings to members, and general assistance.

We commit to the following:

#### **1. Induction and training**

- To provide thorough induction on the work of *UCS*, its staff, your volunteering role and the training necessary to assist you in meeting the responsibilities of your volunteering role, The Volunteers Guidelines Handbook provides full details of the organisation.

#### **2. Supervision, support and flexibility**

- To define appropriate standards of our services, to communicate them to you, and to encourage and support you to achieve and maintain them as part of your voluntary work.
- To provide a personal supervisor who will meet with you regularly to discuss your volunteering and any associated problems.

- To do our best to help you develop your volunteering role with us and to be flexible in how we use your volunteering.

### 3. Expenses

- To reimburse the following expenses incurred by you in doing your voluntary work in accordance with the procedures set out in the Volunteers Guidelines Handbook:

Travel to and from home to (the office) and during your work as necessary.

Meal allowance if you work more than 5 hours a day.

### 4. Health and safety

- To provide adequate training and feedback in support of our health and safety policy.

### 5. Insurance

- To provide adequate insurance cover for volunteers whilst undertaking voluntary work approved and authorised by us. **Still debateable.**

### 6. Equal opportunities

- To ensure that all volunteers are dealt with in accordance with our equal opportunities policy, a copy of which is set out in the Volunteers Handbook.

### 7. Problems

- To endeavour to resolve in a fair and just manner any problems, grievances or difficulties which may be encountered while you volunteer with us;
- In the event of an unresolved problem, to offer an opportunity to discuss the issues in accordance with the procedures set out in the Volunteers Handbook.

## PART II: THE VOLUNTEER

I, .....(*full name in capitals*), agree to be a volunteer with UCS and commit to the following:

1. To help UCS fulfil its (*write in your service here*).
2. To perform my volunteering role to the best of my ability



## APPENDIX II: VOLUNTEER EXIT INTERVIEW TEMPLATE



### VOLUNTEER EXIT INTERVIEW TEMPLATE

It would be appreciated if you would take the time to answer these few questions. Your input is very valuable and we welcome any information, suggestions and recommendations that you are prepared to share about any aspect of your volunteering experience with us.

Name \_\_\_\_\_

Contact Phone Number \_\_\_\_\_

Length of time with UCS \_\_\_\_\_

1 What brought you into our program?

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2 What is your main reason for leaving?

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3 What was the most enjoyable and what was the least enjoyable aspects of your volunteering role?

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4 Do you feel you received adequate support in your role? YES/NO

Comments:

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5 Do you feel you received adequate training in your role? YES/NO

Comments:

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...2/.

2.

6 What would you suggest needs to be improved to make the experience better for other volunteers in the future?

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7 How do you really feel about this organisation?

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8 Would you recommend others to volunteer for this organisation?

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Any further comments

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Thank you for your valuable contribution to this organisation and for your input, thoughts and suggestions. Your feedback is important in assisting us to improve both the volunteering experience for volunteers and our volunteer recruitment program.

Volunteer Signature\_\_\_\_\_

Exit Interviewer's Signature\_\_\_\_\_

Date of Exit Interview\_\_\_\_\_